

+ **T**he business community has made all-day kindergarten a high priority. Studies show that a dollar spent on academically oriented all-day kindergarten can equal more than \$7 or \$8 spent



in later grades in producing the same academic progress.

My role is to monitor, to ensure that all-day kindergarten is academically oriented, and not all-day baby-sitting. In the long term, this is a cost-effective method of increasing the academic performance of our students. And now that we are enforcing English immersion, all-day kindergarten enables 5-year-olds, who learn languages quickly, to function in English for all of their school years.

— Tom Horne
*State superintendent
of public instruction*